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SYSTEMATIC EVALUATION OF INTELLIGENCE FOR PRODUCT
IMPROVEMENT AND PROGRAM JUSTIFICATION

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Prepared by
The Intelligence Community Staff

for
The Director of Central Intelligence

Authors

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ABSTRACT

This report summarizes results of a study of two problems faced by the intelligence community: (1) lack of meaningful feedback from users on levels of satisfaction so as to cause product improvement and (2) nonexistence of qualitative or quantitative data justifying intelligence programs for use in making budget decisions. It builds on previous work which identified problems in S&TI support to R&D and devised an improved system for providing that support. The study demonstrates wider applicability of the support system and shows that the component for evaluation of intelligence products could be used to develop data for decisionmaking by intelligence managers, particularly in the product improvement, source assessment, and budget review processes.

EXECUTIVE SUMMARY

PURPOSE AND BACKGROUND

1. This report documents results of a study undertaken to (a) surface problems in evaluating intelligence products and (b) devise solutions to those problems. The study builds on previous work that identified difficulties in providing scientific and technical intelligence to the materiel acquisition community and outlined a rational system for providing that intelligence.

COMMUNITY PROBLEMS

2. There are two principal problems with regard to evaluation of intelligence products, viz:

- a. There are no community-wide arrangements to provide feedback from users so as to cause product improvement. As a result, producers evaluate their own products.
- b. Intelligence community budget decisions must be made in the absence of adequate intelligence program justification. There is no means of developing documentation on user requirements or user satisfaction.

SELECTED FINDINGS

3. The principal study findings are contained in the following summary sentences. Amplifying portions of the report are shown in parentheses.

- There is no community-wide system for intelligence product evaluation. Nor does the CIA, DIA, or any service have an agency or departmental system. (Paragraphs 2.6-2.11)
- Producers of intelligence products do not know users' views. Producers self-evaluate by default. Products are not tailored to user needs. Users view the intelligence community as unresponsive. (Paragraph 2.13)
- Systematic evaluation of intelligence products using customer input has been demonstrated and is feasible. Chapter II describes a workable system that will result in user satisfaction through product improvement. It requires no additions to existing organizations or personnel. It is not a demanding system, since it is highly selective from the viewpoint of the user and requires action only on those intelligence products of unusual value to a given user. (Paragraphs 2.12-2.33, Figures 2.1 and 2.2, Table 2.1)

very limited

- Managers of major programs in one service often are vitally dependent on intelligence from other services and agencies. Therefore, evaluation should be a community effort rather than a compartmented activity. (Paragraph 3.14 and Table 3.3)
- A rational product evaluation system would generate the management information needed at all levels of the intelligence community for product improvement and budget review. Decisions based on this information could ensure that the NFIB budget was being spent to support valid needs of users. The information would also provide documented justification of intelligence programs for oversight review. (Paragraphs 2.17 and 3.15)

RECOMMENDATION

4. That the DCI sponsor a conference of representatives ^{from} from CIA, DIA, and the service intelligence agencies to work out procedures for instituting a community-wide product evaluation system. The system would make use of existing organizations and personnel.

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